

Appendix I: Project Plan

One of the first responsibilities of the project manager is to develop a project plan. The purpose of this plan is threefold: first, it defines the objective of the project and outlines the project manager's plan, style, and prerogatives in how the project is to be conducted; second, it is used as a checklist and a guide by the project manager through the course of project development; third, it is a document that will be shared, discussed, and refined with the participation of the project team and upper management to establish "rules of engagements" early in the project development process.

A project plan usually consists of the following sections:

1. **Project Overview:** This narrative will define the project's purpose and relationship to the environment. In short, this narrative must define what the project is all about. The framework for such a narrative can usually come from the Purpose and Need Statement articulated in the Stage 0 or Stage 1 documents.
2. **Project Scope:** Define project objective and develop a clear and concise scope for the project. This objective must include all constraints and requirements that the project must meet. These requirements and constraints are usually extraordinary conditions that may have been imposed on the project by external or internal entities due to particular issues associated with this project. Become completely familiar with all aspects of the project—know who the players are and what the rules of the game are.
3. **Environmental Requirements, Context Sensitive Issues, and Design Exceptions:** Identify all special issues regarding environmental issues, context sensitive consideration, and design exceptions that must be considered during the design development (Stage 3) phase of the project. This information should be readily available in the Stage 1 documents.
4. **Project Schedule–Milestones:** Develop a coarse project work breakdown schedule that includes major project milestones. This schedule must be developed with consideration of the availability and timing of financial resources for design and construction of the project. At this point, a sufficiently detailed Gant Chart will suffice, provided that particular attention is paid to specific project requirements (see Chapter 2, page 14, for an example of a Gant Chart).
5. **Project Organization:** Develop an organization chart for the project; review project position descriptions and outline duties, responsibilities and restrictions for each project position; and coordinate efforts with functional managers to identify and select possible

project team members. Periodically review project organization and institute changes to the organizational structure and personnel, if necessary.

Note: for some projects, such as those covered by categorical exclusions, the team may consist of only the project manager in addition to one or two other members. Complex projects, such as capacity improvements, major bridge projects, corridor upgrades or new infrastructure projects will require a full team.

6. **Budget and Funding Sources:** Identify sources, amounts, availability, and timing of funds required during the project development (Stage 3) and construction (Stage 5) phases of the project.
7. **Project Responsibility Matrix:** Develop a matrix of responsibilities for potential team members with specialized expertise. At this point the matrix will not include specific team member's name; however, required specialized talents such as road design engineer, real estate, geotechnical engineer, district project engineer, etc.
8. **Staffing Plan:** Develop a preliminary list of manpower requirements and staffing source for the duration of project. Include names of desired team members. This plan is to be used during the negotiation process with functional managers. On a preliminary basis predict when and for how long each team member will be needed. The Program Project Management System (PPMS) can be used as an effective planning tool during this activity.
9. **Contractual Agreements:** Review all authority, permits, agreements, and financial and other contractual agreements affecting the project's success. Make provisions for updating and adhering to all terms and requirements of these agreements.
10. **Pitfall:** Identify all potential problem areas and make provisions to address them if and when they occur. Simply anticipate problem areas; make a list and plan to meet them head-on.
11. **Evaluating Project Team Members:** State how a team member's performance is to be evaluated and report results to the functional manager for inclusion in the team member's annual PPR. Identify a set of objective criteria to be used in the evaluation. These criteria should meet upper management approval.
12. **Possible Rewards:** State any special reward that may be available to the project team. Identify the source, amounts, and the special criteria for selection of the candidate recipient.